



## HIJACKED CREW PERFORMANCE - OUTSTANDING

### 12th 737 Purchased

A twelfth Boeing 737 jet airplane has been purchased from Southwest Airlines and will be delivered to Frontier in time to enter service before the peak summer season.

The airplane is one year old, and will be the newest jet in our fleet. Frontier's President, Al Feldman, announced the purchase at the Annual Meeting of Stockholders and told the audience that the company anticipates recalling some flight crews when the airplane is placed in service.

### Feldman Made Chief Executive Officer

The Board of Directors of Frontier has elected Al Feldman to serve as both President and Chief Executive Officer. The meeting was held on April 27, following the Annual Meeting of Stockholders.

The Board also re-elected all officers of the company and elected Art Voss of our legal staff to be Assistant Secretary of the corporation.

Jack Vollbrecht, Chairman of the Board and Chief Executive Officer of Frontier for the past year, announced that he will step down from these positions and will confine his activities to the positions of Director and Chairman of the Executive Committee. Mr. Feldman



Flight crew of Flight 91 at a press conference in Denver tell of their day-long ordeal. Left to right: Darel Lynn Ladd; Second Officer William R. Gilliam; First Officer Olin Head; Captain Wilbur R. Hurt; Jacquelyn Louise Jones and Shirley Jeanne Rankin.

Frontier experienced its first skyjacking on April 13 when Flight 91 en route from Albuquerque to Phoenix was forced to fly to Los Angeles. The incident ended some five hours later when the hijacker, after a lengthy radio and television tirade, calmly handed his gun over to the Flight 91

facilities for him to make an emotional speech. Jacquelyn Jones, who was forced by the hijacker to take him to the flight deck, said the passengers remained calm in their seats for almost 2½ hours.

"There was very little drinking," Jacquelyn said, "and every time the flight

Joanie Fohn -



Board and Chief Executive Officer of Frontier for the past year, announced that he will step down from these positions and will confine his activities to the positions of Director and Chairman of the Executive Committee. Mr. Feldman saluted Mr. Vollbrecht at a special luncheon and thanked him for the untiring effort he had made in bringing the company to a turnaround situation. "We are deeply indebted to Jack for his contributions to our company," Mr. Feldman, "and we know that we can call upon him at any time."

Mr. Feldman told the stockholders at the Annual Meeting the company is optimistic about the future and that Frontier will achieve a profit this year. He reported that continued operating improvement had reduced the first quarter loss to \$600,000 against a loss of \$1.6 million in the first quarter last year. "This performance is before any upward adjustment in subsidy," Mr. Feldman said, "and is the best first quarter we have had since 1967. We anticipate a continuation of this improved performance and a return to profitability this year."

April 13 when Flight 91 en route from Albuquerque to Phoenix was forced to fly to Los Angeles. The incident ended some five hours later when the hijacker, after a lengthy radio and television tirade, calmly handed his gun over to the Flight 91 Captain Willy Hurt.

The flight crew returned to Denver that night to receive high praise from Al Feldman and other Frontier executives for their handling of the unfortunate affair.

Others in the crew were First Officer Olin Head, Second Officer William R. Gilliam and Stewardesses Darel Lynn Ladd, Shirley Jeanne Rankin and Jacquelyn Louise Jones.

Frontier followed FAA security procedures at Albuquerque, and alert Station Agent Okey Williams halted the hijacker. Additional procedures were then followed, and the hijacker was then permitted to board the flight.

After the airplane landed at Los Angeles International Airport, Captain Hurt and his crew kept the hijacker as calm as possible under the circumstances while he demanded radio and television

speech. Jacquelyn Jones, who was forced by the hijacker to take him to the flight deck, said the passengers remained calm in their seats for almost 2½ hours.

"There was very little drinking," Jacquelyn said, "and every time the flight deck door opened, tension mounted. Everyone remained seated with one or two chancing a visit to the lavatory." Late in the afternoon, the hijacker permitted the passengers and stewardesses to deplane.

Captain Hurt and his crew established a satisfactory relationship with the hijacker and pursued a policy of agreeing with everything he requested. "I am proud of my crew. Under very trying circumstances, they behaved admirably," Captain Hurt said.

Frontier's Vice President Hank Lund flew to Los Angeles to assist in making arrangements for the Flight 91 passengers. The people were taken from the airplane and transported in busses to the Continental Airlines facility at the airport. "No one could have done more or been more cooperative," Mr. Lund said. "Continental really proved to be a fine interline friend."

## Joanie Fohn – Stewardess of Year



Stewardess Joanie Fohn, Denver, has been selected as the outstanding Stewardess of the Year for Frontier.

Joanie was honored at a special luncheon headed by Mr. Feldman and at which Joanie's parents, Mr. and Mrs. John Fohn, were surprise guests (to Joanie, at least). Each of the eleven other girls chosen Stewardess of the Month in 1971 were in attendance. They include: Sandy Sandos (SLC), January; Joyce Darby (DEN), February; Fran Knobbe (DEN), March; Charlene Welch (SLC), April; Regina Nichols (MKC), May; Karen Baker (DAL), June; (Joanie Fohn, DEN, July); Linda Harcrow (DEN), August; Cheryl Frederick (MKC), September; Gwen Chambers (DEN), October; Carol Huggins (DEN), November; and Sandy Murray (DEN), December.

Joanie joined Frontier in 1960 as an Accounting Clerk. In 1963, she elected to become a stewardess. Following her training in Denver, she was awarded her wings.

## "BIG PITCH" SALES CONTEST WINNERS

As all employees know, the company's "Big Pitch" sales lead contest is now in full swing. As a matter of fact, some 15 winners have already been named in the contest, each coming out with superb prizes from trips to Mexico to electric appliances.

"'Big Pitch' really got off to a tremendous start," reports Mike Newman, Manager-Sales Promotion. "Eager contest participants from many departments and locations throughout the company have made the 'Big Pitch' a great success thus far."

Mike reported that friends, relatives, neighbors, acquaintances and even vendors have all been submitted as valid sales leads. Many employees have sent in excellent travel leads on groups, associations and institutions to which they or other people they know belong.

Total sales leads as of the end of April amounted to some 700. Alan Peterson, Technical Planning, Denver, is the individual leader thus far in the contest. Alan submitted a sales lead on a group of 44 flying Denver-Las Vegas. This lead alone was worth in excess of \$3,000 to the company.

(Continued on Page 2)



Sandy Ford, General Accounting, Denver, was one of the first winners in Big Pitch with a trip on Mexicana Airlines to Mazatlan. A special award was presented to Sandy for the most sales leads submitted for the period April 1-April 15. Sandy submitted 25 leads and won a dual electric razor kit. Making the presentation are Gordon Linkon, (left) Vice President-Marketing, and Hank Lund, Vice President-Regional Marketing.



# "Big Pitch" . . .

(Continued from Page 1)

The Accounting Department in Denver has submitted the most leads of any division or department within the company so far in the contest. It is reported, however, that there are some close seconds.

Remember, the only rules to abide by are:

- 1) Each lead must be for travel wholly or partially over Frontier jet routes
- 2) Reservations should not have been made on Frontier at the time of the sales lead follow-up, and
- 3) Leads cannot be derived from normal job responsibilities.

The first drawing was held in Denver on Monday, April 17. Here are the 15 lucky winners.

Sandy Ford	General Accounting-DEN	Mexicana to Mazatlan
Joe Johnson	Traffic-GUC	Electric heating tray
Nell Lawson	Reservations-DEN	Digital clock radio
Luther Evans	Air Freight-DEN	Subscription to National Geographic
Elmer Tanner	Mail Room-DEN	Anywhere on Western Airlines for 2
Betty Wayne	Reservations-STL	Worldwide Atlas
Ken Dealy	Flight Operations Training-DEN	Varig Airlines to Tokyo for 2
Anna Galland	Revenue Accounting-DEN	\$25 gift certificate at favorite store
Anona Gibson	Reservations-DEN	Electric mixer
Ronald Showalter	Traffic-SAF	Camera
Marlene Houck	Customer Relations-DEN	Fondue Set
Sandy Force	Reservations-DEN	Mexicana to Mazatlan
Roger Lippert	Pilot Operations-DEN	Travel alarm clock
Dennis Atenhan	Ramp Services-DEN	Electric knife
Ed Manning	Traffic-BIL	Set of 6 cocktail glasses

A special award was presented to Sandy Ford of General Accounting for the most sales leads during the period April 1 through April 15. Sandy submitted 25 sales leads and won a dual electric razor kit, one for a man and one for a woman.

Remaining is the grand prize award drawing on May 25.

Get a piece of the action! You, too, could win many of the numerous prizes including trips to Mexico and Australia, appliances including electric knives, fondue sets, skillets, mixers, tableware (such as wine glasses), gift certificates and many more.

Employees having a question regarding the contest are invited to call Mrs. Jean Wright on extension 4941 in Denver. Get your "Big Pitch" in there!

## SHORT HOPS

By Raymond J. Chanaud

The hijacking incident had its brighter moments as well as the tense ones. Perhaps the two greatest moments were when the passengers and stewardesses began leaving the airplane and, of course, when the hijacker handed his gun over to Captain Willy Hurt. In each case, great grins broke out in the Control Room when the news was announced.

The hijacking incident brought out the best in a great number of Frontier people, and the competence of the crew of Flight 91 is a proud mark in our history. Frontier's Emergency Control Center on the 2nd floor of our Operations & Maintenance base in Denver was the focal point for the airline's operation. Here was gathered the team that supervised and controlled our operations, clustered around a speaker-phone which was hooked into a nation-wide network connecting the Los Angeles tower; the FBI in Los Angeles and Washington; the FAA in Los Angeles and Washington D.C.; the State Department in Washington D.C.; and Frontier's Denver headquarters.

From this conference call and literally hundreds of other calls, Frontier kept in constant touch with the situation.

Frontier received plaudits from the Denver press for its handling of the incident. Neal Amarino, Director-News Bureau, put an emergency plan into immediate action as soon as the incident occurred. He established a press room in a second floor conference room, had six telephones installed within a half hour, ordered coffee and sandwiches for the press and began feeding information to them as the situation developed. The press had arrived shortly after the incident and remained until after nine that night. This correspondent had just arrived in Lincoln to give a talk to the Chamber of Commerce when we were advised of the incident. We chartered a small airplane to Omaha and flew in to Denver at 1:10 p.m. to find our press situation well under control. During the day, we shuttled between the Control Center and the press room, providing such information as we were able to release. High moment came when Al Feldman walked into the room and announced the hijacker had given up and the crew had been released.

The hundreds of calls that came into Public Relations had their humorous moments too. One group in Tucson called in to say that their luncheon speaker was on the airplane and should they wait for him or postpone the meeting. Since the plane was in Los Angeles at that time, we courteously suggested they postpone the meeting.

Captain Willy Hurt got a souvenir out of the incident, but the FBI took it away. The hijacker had carried a guitar aboard the airplane, and when he turned his gun over to Willy, he also gave him his guitar. The FBI took it as "evidence" but Willy wants it back. Willy also had his cap returned. When the hijacker entered the flight deck, he put Willy's cap on his head and kept it there throughout the entire afternoon, including the time that he was televised inside the airplane.

Several times, mostly to break the tension, various people questioned whether the new configuration with the first class legroom and the new twin seats were noticed by the hijacker in his lengthy television commentary. The airplane involved was 380, the recently-purchased eleventh 737 and the first to be flown in the new configuration.

At all times, we marveled at the cool handling of the situation by Captain Willy Hurt and his crew ... and certainly the efficiency of our Albuquerque station which followed FAA procedure to the letter and stopped the hijacker before boarding.

It's very difficult to commend everyone involved in the emergency, and we certainly did not see everyone in action. However, we would like to mention Jim Arpey's staff on the second floor, center of the action; Hank Lund's people who were next door and always available to give a hand; the Administration Department who helped channel press and other officials to the proper location; the girls in our Public Relations office; Dining Services who managed to get food to press and Frontier people who couldn't leave their posts; several other airlines that called to offer any



Get a piece of the action! You, too, could win many of the numerous prizes including trips to Mexico and Australia, appliances including electric knives, fondue sets, skillets, mixers, tableware (such as wine glasses), gift certificates and many more.

Employees having a question regarding the contest are invited to call Mrs. Jean Wright on extension 4941 in Denver. Get your "Big Pitch" in there!



First drawing for prizes in the "Big Pitch" Contest was performed by Peg Richard of the Marketing Department, with an able assist from Jean Wright of the Sales Promotion Department.



Frontier's new twin seats are displayed at "Big Pitch" preview. Shown inspecting the new seats are Bill Heath, Manager-Budgets; Ray Chanaud, Director-Public Communications and Chuck Demoney, Director-Sales and Market Planning.

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Tense moments during the hijacking incident at Frontier's Control Center at Denver Headquarters. Seated around Al Feldman (center), are Jim Arpey, Vice President-Technical Services; Norma Schroder, Mr. Feldman's secretary; Earl Keene, Director-System Control; Les Keely, Vice President-Operations; Ed O'Neil, Vice President-Flight Operations; and Gordon Linkon, Vice President-Marketing.—Photo: Mel Schieltz



#### FRONTIER NEWS

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News items and photographs are welcome. Co-mail should be addressed to DEN-GP.





## SERVICE AWARDS



## 25-YEAR SERVICE PINS - APRIL

Bergstrom, L.L., Fleet Planner, DEN  
 Bost, G.H., Station Agent, SLC  
 Cook, H.J., Ld. Aircraft Tech., MKC  
 Coopersmith, J.B., Ld. Aircraft Tech., DEN  
 Kimel, G.C., Foreman—Ground Equipment Mtc., DEN  
 Meguire, W.A., Jr., Ld. Aircraft Tech., DEN  
 Montgomery, J.B., Director—Dining Svcs., DEN  
 Rickert, R.L., Jr., Aircraft Tech., DEN  
 Schaffer, L.E., Captain, DEN  
 Swonger, G.W., Routing and Schdl. Coordinator, DEN  
 Umerski, C.M., Inspector, DEN

## 20-YEAR SERVICE PINS - APRIL

Jones, J.S., Sales/Service Mgr., JLN  
 Trevithick, A., Sr. Station Agent, ABQ  
 Underwood, T., Aircraft Tech., DEN

## 15-YEAR SERVICE PINS - APRIL

Brown, R.E., Mgr. Transportation Svcs. STL  
 Doty, W.L., Station Agent, TUL  
 Rollins, F.L., Station Agent, ABQ  
 Simkins, E.E., Sales/Service Mgr., HDN

## 10-YEAR SERVICE PINS - APRIL

Adams, D.C., Station Agent, BVO  
 Briscoe, T.G., Station Agent, PUB  
 Keys, J.D., JAMTO Agent, LAW  
 Stout, B.L., Crew Scheduler, DEN

## 5-YEAR SERVICE PINS - APRIL

Engelbreetsen, K., Stewardess, DEN  
 Engelhardt, D.L., Station Agent, LAR  
 Fehse, G., Technical Specialist, DEN  
 Greiner, J., Stewardess, DEN  
 Harris, L.A., Reservations Agent, STL

Lawrence, C., Secretary, DEN  
 Lustig, S.K., Reservations Agent, DEN  
 Miller, R.E., Station Agent, LAS  
 Mock, L., Station Agent, DEN  
 Norris, K., Stewardess, DEN  
 Pratchett, L.L., Stewardess, DEN  
 Pumroy, R.P., Station Agent, DEN  
 Riley, J., Station Agent, COS  
 Seay, S.K., Stewardess, DAL  
 Turner, R.A., Second Officer, DEN  
 Usrey, W.L., Station Agent, GUP  
 Vanzonneveld, J., Aircraft Tech., DEN  
 Watts, K., Stewardess DEN

## Denver Dispensary Opens

A company health dispensary has been opened and is operational in the Denver Headquarters/Operating Base.

Located in Room 116, the dispensary hours are 8:30 a.m. through 5:00 p.m., Monday through Friday, for emergency first aid and occupational health services.

Maintaining the health service facility is Mrs. Bunny Berman, a Registered Nurse with an extensive background in industrial nursing. Mrs. Berman may be reached on extension 4703.

## HERE'S The Payoff . . .

### . . . FROM IDEAS UNLIMITED

The following employees received cash awards for their cost-saving suggestions:

BILL AYDT, Supervisor—Customer Collections, DEN, \$100 for his idea to negotiate a profit sharing formula with Frontier's underwriter regarding cargo claims.

JOHN R. BROWNING, Mechanic, DEN, \$100 for his suggestion on manufacturing special tools for automotive maintenance.

KENNETH BAUER, Technician, Sheet Metal Shop, DEN, \$82 for his suggestion regarding the installation of a pump gauge reservoir and necessary plumbing at the brake overhaul bench.

RICHARD CANTWELL, Technician, Upholstery Shop, DEN, \$60 for his suggestion for the use of surplus upholstery fabric to cover office furniture.

BOB GIVEN, Inspector, DEN, \$50 for the making of a fixture to provide easy adjustments of the water methanol quantity transmitter.

ARBIE DILLOW, Technician, Line Maintenance, DEN, \$36 for his suggestion concerning the installation of nut plates on the water alcohol switch on Convair 580 aircraft beaver tail area.

DON HOTCHKISS, Technician, Line Maintenance, DEN, \$35 for the invention of a connector assembly for Boeing Pitot tubes.

ROBERT D. KEEFER, Technician, Line Maintenance, DEN, \$20 for his suggestion regarding the replacement of new seals on Convair 580 prop changes.

PAUL KALESITS, Tool Room Attendant, DEN, \$15 for his idea to color code Hudson sprayers used by maintenance personnel for ease of chemical identification.

WILLIAM S. CALDWELL, Technician, Sheet Metal Shop, DEN, \$27 for designing a new shipping stand for Convair 580 power plant access doors.

TED SCHMIEDEKE, Service Engineer, DEN, \$15 for his idea concerning the installation of additional "No Smoking" signs and ash containers at the south end of the hangar near oxygen and nitrogen storage areas.

TOM CRARY, Service Engineer, DEN, \$15 for his idea to stencil identification numbers on the Convair 580 and Boeing 737 aircraft log books.

ARTHUR S. HAMMERSMARK, Technician, Line Maintenance, DEN, \$10 for the suggestion to manufacture a fuel sump drain fitting wrench for the Beech 99 aircraft.

## Aydt Cashes in on Improvement Browning Receives Award





Fenske, G., Technical Specialist, DEN  
Greiner, J., Stewardess, DEN  
Harris, L.A., Reservations Agent, STL  
Johnson, K., Aircraft Tech., DEN

Johnson, J., Reservations Agent, STL  
Knobbe, F., Stewardess, DEN  
Kutscheid, M., Stewardess, DEN

(Continued next column)



Bill Aydt (second from left), Supervisor-Customer Collections, Denver, receives a check in the amount of \$100 from Glen Ryland (left), Vice President-Finance; Joe Studer, Director-Receiptables; and Jim Murphy, Controller. Bill's special recognition comes about as a result of a discovery which is saving Frontier thousands of dollars.

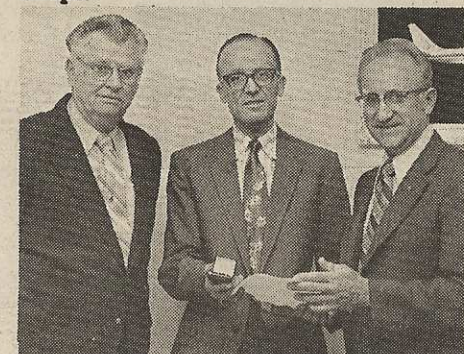


John R. Browning (center), Mechanic-Denver, receives \$100 for his suggestion from Bud R. Naylor (left), Director-Aircraft Maintenance, and Les Keely, Vice President-Operations.

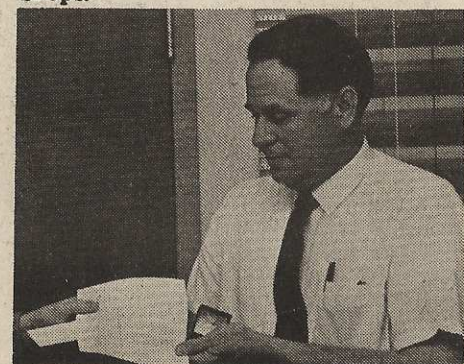
## 25-YEAR PINS



Walter A. Scott (right), Manager-Base Shops, receives 25-year pin from C.R. Meisenach, Director-Base Overhaul Shops.



J. Coopersmith, Lead Aircraft Technician, receives 25-year pin and congratulations from R.W. Eakle, Manager-Electrical Shop, and C.R. Meisenach, Director-Base Overhaul Shops.



Les Bergstrom (right), Fleet Planner, receives pin and congratulations from Carson Summerville, Director-Technical Planning.

# PERSONNEL CHANGES

NAME	FROM	TO	BASED
Elizabeth Perea	Junior Clerk	Clerk	Denver
Irvin McLaughlin	Cleaner	Technical Services Training Instructor	Denver
Monica Jefferson	Junior Clerk	Clerk	Denver
Walt Kowalski	Supervisor-Purchase Order	Manager-Payroll	Denver
F. Dean Ames	Aircraft Technician	Inspector	Denver
Robert VanEpps	Ticket Counter Agent	Customer Service Representative-Inflight	Dallas
Rosemary Berend	Clerk	Senior Clerk	Denver
Fred Peil	Industrial Engineer	Manager-Systems & Industrial Engineering	Denver
Ramon Spiars	Sales/Service Mgr.	Sales/Service Mgr.	Grand Island
Earlene Bollers	Clerk	Senior Clerk	Denver
Doris Taniguchi	Clerk	Senior Clerk	Denver
Bonnie Manis	Secretary	Executive Secretary	Denver
Harry Vacek	Station Agent	Sales/Service Mgr.	Hastings
Betty Pladsen	Secretary	Executive Secretary	Denver
Arthur Brickey	Asst. Mgr.-Transportation Svcs.	Sales/Service Manager	Albuquerque
Frank Early	Service Engineer	Power Plant Engineer	Denver
Paul Miller	Senior Draftsman	Aircraft Draftsman	Denver
Max Derry	Assistant Dispatcher	Dispatcher	Denver
Fred Thompson	Sales/Service Mgr.	Sales/Service Mgr.	Topeka
Ludwig Gross	Cleaner	Lead Cleaner	Denver
Stan Roberts	Staff Assistant to Director-Materiel	Manager-Stores & Inventory	Denver
Ron MacLeod	Sales Representative	Manager of Traffic	Denver
Bruce Silverman	Material Expeditor	Material Coordinator	Denver
Donna Armstrong	Junior Clerk	Clerk	Denver
Barbara Holcomb	Clerk	Secretary	Denver
E. C. Drake	Project Analyst	Project Leader	Denver
Shirley Small	Clerk	Senior Clerk	Denver
James Judd	Sales Representative	District Sales Manager	Las Vegas
Debbie Brown	Junior Clerk	Clerk	Denver
Jeanne Staben	Junior Clerk	Clerk	Denver
Douglas Sullivan	Supervisor-Accounting	Supervisor-Purchase Order Taking	Denver
Leonard Peterson	Station Agent	Customer Service Representative-Inflight	Denver
William Craney	Junior Clerk	Clerk	Denver
Lorraine Martinez	Clerk/Typist	Customer Service Representative-Ground	Denver
Kathy Ruby	Clerk	Senior Clerk	Denver
Hazel Pender	Secretary	Executive Secretary	Denver
Don D. Marick	Cleaner	Mechanic	Denver
Arthur Garcia	Station Agent	Senior Station Agent	Kansas City



# Annual Meeting

At the annual meeting of Frontier shareholders in the Albany Hotel in Denver on April 27, A.L. Feldman reported on the progress the company has made in its operations during the past year. The full text of his speech follows:

## Good Morning—

In our Annual Report, we referred to 1971 as a "Year of Transition"—a period of change directed toward reversing the company's loss trend and returning to profitability.

At this same meeting last year, I said "the environment at Frontier is not optimistic; debt is high; and revenue insufficient." Today I can tell you we are optimistic; our debt has been dramatically lowered; and we expect that in 1972 our revenues will exceed our expenses.

I told you last year that we were aiming at improving our operational performance and really selling what we could deliver—and that late in the year we would have some indications whether or not our program was succeeding. I now report to you that our operational performance has been improved; the fourth quarter results offered strong indications that our program was showing progress.

The first quarter of 1972 continues to encourage us that we are on the right track.

In my comments today I will summarize our 1971 performance and will indicate to you where we are going for the rest of 1972.

Even with improved operational performance, we recognized that from time to time we would inconvenience passengers by the inevitable flight cancellations or delays. We established a strategy for times when things go wrong. The premise was complete and prompt honesty with the passengers. Tell him what's wrong; tell him what we are doing about it; avoid the creeping delay, and get him to his destination even if we have to put him on another airline.

We concentrated on enhancing the quality of service to the customer so he would want to fly on Frontier. This was done on many of our jet routes. We replaced the conventional and all too often mediocre hot meals with new service, introducing some innovative menus. A few of the more popular changes have been steak and egg breakfasts, steak and lobster dinners, and one of the most popular—an exciting deluxe basket tray with top quality seafood, cold meat, cheese and fresh fruits. In addition we introduced complimentary Mateus wine on jet flights to enhance our meals. This was done without increase to our meal costs. I am convinced our service is now unexcelled in the industry for routes of comparable length. The customer response has been favorable and we intend to continue on this track.

Selected flights were given a distinctive personality with the introduction of our Executive Express, Petroleum Club and Snow Club services, each tailored to its own market. We intend to continue to fashion our service to meet the demands of the local marketplace.

In addition to this, we placed Customer Service Representatives aboard selected jet flights to perform additional services for our passengers and to perform sales duties as well. This has developed into a very effective program, giving customer satisfaction while returning substantially more in revenues than it costs.

This month we are taking a major step



Shareholders listen attentively to Frontier President A.L. Feldman and Board Chairman, Jack H. Vollbrecht.

less—and enjoying it more.

For the present, our route system will remain constant. We have some applications pending for additional routes and fully intend to pursue them at the appropriate time. Right now, we shall continue to place our emphasis on consolidating our present route structure into an efficient and profitable system.

Our studies of our system and our markets convinced us that it would be advantageous to standardize our jet fleet on one type of airplane. These studies showed the 737-200 most clearly matched the demands of our markets. In addition, jet fleet standardization would provide operational benefits in maintenance, scheduling, training and spares inventory. This program is now complete.

While this was being accomplished, our marketing people determined that they could utilize an additional 737 airplane with full efficiency and in March we purchased another airplane to bring the 737 fleet total to eleven.

In our quarterly report issued last week, I said that our fleet would be increased as needed to meet traffic demands. Today I am pleased to

Our intent on the two Convair 600's which remain to be sold is to hang tight and hold out for a cash customer.

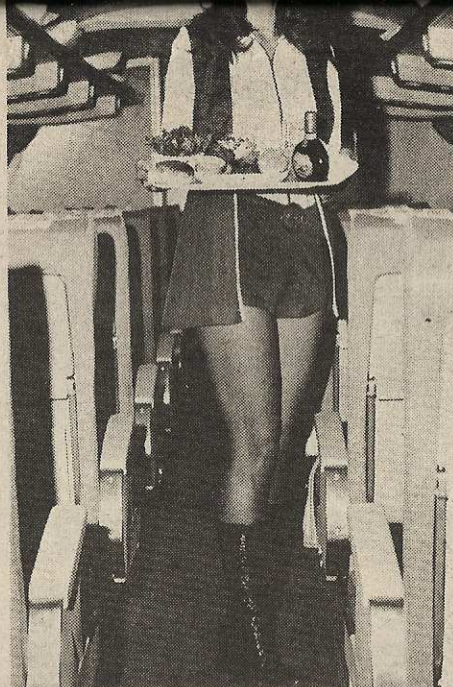
Last year I told you we were concerned with computer capacity excess to our current needs. We have recently signed a four-year contract for a computer service organization to operate our computer reservations system and data processing. Our computer hardware will be transferred to them in September so that we will pay only for the service we need. This will result in a reduction in operating cost while substantially reducing our liability for leased equipment.

Improved cash management techniques were introduced in 1971 to get more mileage from our working capital. Even before the sale of our 727 aircraft, through improved cash management we were able to eliminate previous defaults under our bank loans, reduce debt and interest costs, and re-establish satisfactory relations with our banks.

Most of our costs of doing business are wrapped around the ownership, maintenance and operation of our aircraft and ground stations. Control of these costs was and continues to be a







Kansas City based Janice Young with steak entree complete with complimentary Mateus wine.

We recognized early that for the long-term benefit of all the stockholders, we must have an airline that is reliable; dependable—that runs on time. We determined to develop a superior product, one that would be desirable for our passengers and one that would give us a real marketing tool.

Our first move was to improve our product in two areas: Operational performance and quality of service to the customer. We made operational changes to put the airline on time. We scheduled more realistically; we added critical spare parts; we improved our maintenance work planning.

The result: an increase in on-time performance from 78% in 1970 to 85% in 1971, and we have maintained this 85% performance through the first quarter of 1972. We are convinced we can do better than this, and our goal is to achieve an 87% on-time performance—without compromise to the number of flights completed as scheduled. As a point of reference, the trunk airlines have just reported their 1971 on-time figures between major cities. Their range was from 64% to 86%.

customer satisfaction while returning substantially more in revenues than it costs.

This month we are taking a major step to increase the passenger appeal of our 737 jet aircraft—the establishment of a single class of service featuring first class leg room for everyone, plus the new twin seats with a fold-down center table for extra space and comfort when the load permits. This move to a single class is designed to provide an appeal for the bulk of our passengers—the coach traveler. We have removed the class divider, installed the new seats and moved them further apart. This combination of first class leg room and twin seat comfort for all our jet passengers is a unique product plus. I'm convinced this will be a winner.

As of today, ten of our 737's have been reconfigured and are in service. The eleventh airplane is in the shop now and we will meet our commitment to the public to have the entire fleet in the new configuration by this Sunday. The new seat arrangement and fare adjustments were approved by the Civil Aeronautics Board last Friday. Our advertising and promotion campaign is already before the public. Some of the advertising is displayed here today.

While this program of inflight improvement was underway, we examined our route structure and schedules to identify routes where the traffic was strong and those where there appeared to be little growth potential. Where our performance was profitable and the market capable of expansion, we strengthened service. Others, which were consistent losers, were reduced or cut out.

These corrective actions—route adjustments and improved scheduling—(along with some help from the general strengthening of the economy) resulted in our flying less but at the same time generating an appreciable improvement in our load factor. The fourth quarter load factor was 47.8% systemwide, an increase of 10% over the same period in the previous year. The overall load factor has now risen to 49.2% in the first quarter of 1972, which is 12% better than the first quarter of 1971. We anticipate a continuation of this trend in the coming months.

In effect what we are doing is flying

in our quarterly report issued last week, I said that our fleet would be increased as needed to meet traffic demands. Today I am pleased to announce that we have just purchased a twelfth 737 for delivery in time to meet our summer peak. This is an almost new airplane and will be a fine addition to our fleet. The additional costs associated with this twelfth jet will be more than offset by the revenues generated.

Following the decision to standardize our jet fleet on the Boeing 737 airplane, we negotiated the sale of all four 727 jets and these have been delivered. The sale provided substantial cash proceeds which were applied to reducing debt by some \$17.5 million. In addition, we were able to pay cash for the eleventh 737 acquired in March.

Our progress in disposition of our surplus CV-600's has not been as encouraging. As indicated in our Annual Report, the Indonesian airline which bought three of these airplanes is delinquent in payment. We also sold six more CV-600's to an intra-state airline in California and it too is not making timely payments. While we are dealing aggressively with these collection problems, adequate financial reserves have been established for these aircraft.



Service Representative Jean Kerns offers Frontier's hospitality in boarding area.

wrapped around the ownership, maintenance and operation of our aircraft and ground stations. Control of these costs was—and continues to be—a demanding discipline, especially in light of the strong inflationary trends in the costs of labor, material and outside services. Our progress is reflected in the fact that during the last quarter of 1971 and the first quarter of this year, we have been able to operate at essentially the same cost as in the identical periods the year before—in spite of strong inflationary pressures. We expect to continue to hold this line for the rest of 1972, although the addition of the twelfth jet aircraft will incur some cost increases which will be more than offset by the additional revenues which will be brought in.

The principal tool we used to hold our costs down was a reduction in operating capacity—cutting back available seat miles flown to match the market demand. These cutbacks resulted in a work force reduction of almost 6%.

This kind of a change is a hardship to the people displaced and was most distasteful to your management. However, it was a necessary measure to put the company on a sound footing which ultimately will insure the security of all our people.

I believe the bulk of these reductions are behind us. With the arrival of the twelfth 737 jet, we expect to start the recall of a number of our flight crews—both pilots and stewardesses.

The major obstacle to our return to profitability lies in the amount and quality of service we provide to the smaller communities. We are obligated to provide this service by our Certificate of Public Convenience and Necessity. The bulk of these routes—serving the smaller communities on our system—generate revenue grossly less than the costs required to provide the service. Twenty-six of these communities (almost 30% of the airports we serve) generate less than ten passengers a day and account for less than 1½% of our total commercial revenue. Clearly the shareholders of Frontier have neither the duty nor the obligation to underwrite the burden of this uneconomic public service. This was recognized by both the

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communities and the federal government by the Federal Aviation Act of 1958 in the establishment of these service requirements. In recent years the obligation the government has by law to pay for the service they demand, has not been fully met and this failure of the government has contributed largely to the losses Frontier has suffered.

This situation is intolerable—and demanding of corrective action. Much of our effort this past year has been to bring this matter to the attention of the CAB and we expect that an adequate basis for compensation for government fiscal year 1972 (the 12-month period ending this June) will be established in the very near future.

With this we think the battle for survival has been met. These results are not yet satisfactory and the continuing demand on us will be to work with the CAB and the communities we serve to establish a basis for planning for the future—to the concept of Frontier Airlines as a profitable growth enterprise.

None of the progress I have described would have been possible without the dedicated performance of our personnel. Our pilots have established fine performance records; our attractive and efficient stewardesses have been a major asset to the company; our maintenance people have consistently done their jobs and at times have performed near-miracles; our ground personnel at the 94 stations have made and exceeded their commitments; our reservationists are capably handling the ever-growing burden of getting people on the airline; our baggage people have operated with speed and efficiency—all of these, as you know, are important parts of being a good airline. I salute all of our people.

At this point I would like to introduce our management group—the team that is making a strong and effective organization out of your company. As I introduce each one, I ask that he stand in place, and remain standing until I have completed all of the introductions.

Operations team led by  
Les Keely, Vice President—Operations  
Ed O'Neil, Vice President—Flight

## Board of Directors



Seated, left to right: Messrs. Poor, Feldman, Vollbrecht, O'Neil and Ryland. Standing: Messrs. Zerbo, Dymond, Dean, McDonald, Hamilton, DeLynn and Watson.

**JACK H. VOLLBRECHT\*†**  
Chairman - Executive Committee  
El Monte, California  
President and Director  
Aerojet-General Corporation

**A.L. FELDMAN\*†**  
Denver, Colorado  
President-Chief Executive Officer

**LEWIS W. DYMOND**  
Denver, Colorado  
Director, Central Bank & Trust Company

**WESTON E. HAMILTON**  
Salt Lake City, Utah  
Senior Vice President  
Zions First National Bank

**EDWIN C. McDONALD†**

**JOHN B. POOR†**  
New York, New York  
President and Director  
RKO General, Inc.

**GLEN L. RYLAND†**  
Denver, Colorado  
Vice President-Finance  
Frontier Airlines, Inc.

**HATHAWAY WATSON**



Denver, Colorado  
President-Chief Executive Officer

**Operations team led by**  
Les Keely, Vice President—Operations  
Ed O'Neil, Vice President—Flight Operations  
Jim Arpey, Vice President—Technical Services  
Tom McCartin, Director—Materiel

**The Marketing team led by**  
Gordon Linkon, Vice President—Marketing  
Hank Lund, Vice President—Regional Marketing  
Bill Wayne, Vice President—Local Service Marketing  
Vern Carlson, Vice President—Public Affairs  
Tom Lamb, Vice President—Schedules and Tariffs

**Finance and Legal team by**  
Glen Ryland, Vice President—Finance  
Charlie Murphy, General Counsel  
Dave Britson, Associate General Counsel  
Bill Hogan, Treasurer  
Jim Murphy, Controller  
Clark Coe, Vice President—Economic Planning  
George Smith, Vice President—Asset Management

**Director of Administration and Industrial Relations**  
Bob Revitte

**Director of Public Communications**  
Ray Chanaud

This is our management team. Each of them has been tested this past year. They are winners and under their leadership Frontier will become and remain a profitable business.

In closing I would like to bring you up-to-date on our first quarter of 1972. We had an operating profit of \$99,000 which compares with an operating loss of \$857,000 last year. Our net performance was a loss of \$699,000, \$1 million better than the \$1.6 million loss suffered in the first quarter last year. This performance is before any upward adjustment in subsidy and is the best first quarter we have had since 1967. We anticipate a continuation of this improved performance and this year will see Frontier Airlines return to profitability.

Thank you.

**HOADLEY DEAN**  
Rapid City, South Dakota  
President, Western South Dakota Development Company

**HUBERT J. DeLYNN†**  
New York, New York  
Vice President-Finance & Legal & Treasurer, Director, RKO General, Inc.

**EDWIN C. McDONALD†**  
New York, New York  
Chairman of Board, The Thomson Newspapers, Inc. and The Royal Bank of Canada Trust Co. of New York

**THOMAS F. O'NEIL\*†**  
New York, New York  
Chairman of Board, RKO General, Inc. and The General Tire & Rubber Company

Vice President-Finance  
Frontier Airlines, Inc.

**HATHAWAY WATSON**  
New York, New York  
Vice President and Director of RKO General, Inc.

**VALERIO J. ZERBO**  
New York, New York  
President, Zerbo, Inc.

\*Member Executive Committee

†Member Finance Committee

## Frontier's Progress Noted by Newsweek and Dun's Magazine

Two major national magazines have published articles this month detailing a number of the changes that have been made at Frontier since new management assumed control last year. In a two-page article in the May 15 issue of Newsweek, Frontier's turnaround from a four-year loss situation into a projected profitable year in 1972 was covered in full. The article was researched by John Dotson, head of the magazine's Los Angeles bureau over a four-month period. Mr. Dotson interviewed company officials, employees and passengers to obtain this objective view of the company.

Dun's magazine, published by Dun and Bradstreet, carried an article in the May issue, again pointing out the changes that have been effected at Frontier and the company's anticipated change into a profitable operation.

## Coach Basket Supper



Stewardess Zana Shirley proudly displays new coach basket service.



## More "Big Pitch" Winners

Glen L. Ryland, Vice President—Finance, selects another "Big Pitch" winner. Helping is Clarabelle Murdock from the Revenue Accounting Department.



James Murphy, Controller, digs deeply for additional "Big Pitch" winners.

## Twenty Five Years' Service



## Presidential Award



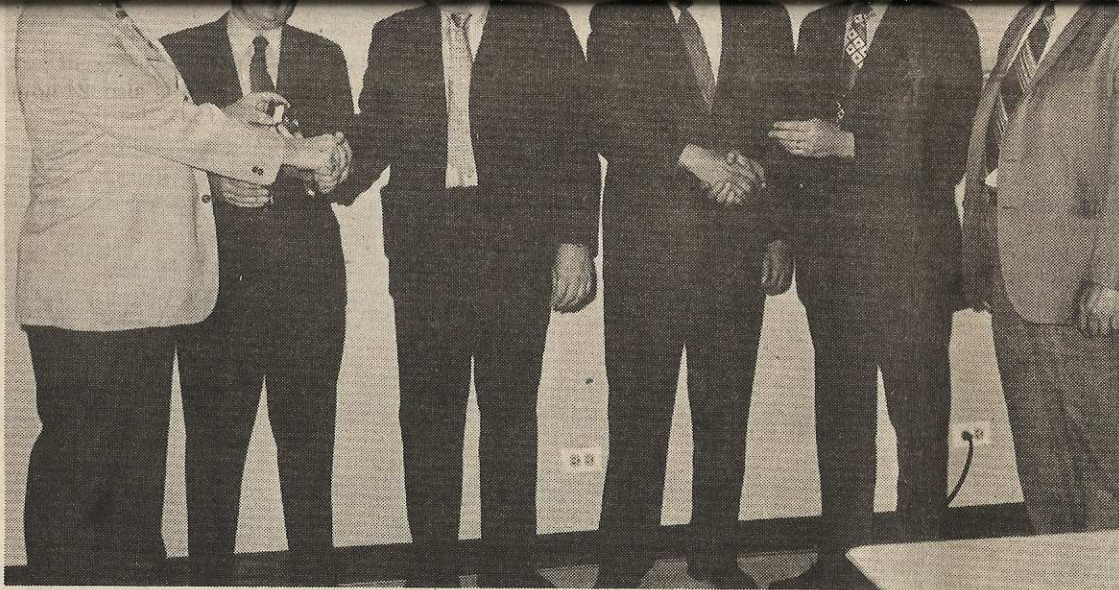
Gail Erickson, Denver-based Stewardess, receives a Presidential Award consisting of a check and a letter of commendation from Mrs. Roberta Lenahan, Director—Stewardess Services. On December 27, Gail devoted nearly a full day of her own **personal** time to look after two unaccompanied children after a flight experienced a **mechanical** in Albuquerque. Gail's unselfish act was indeed noticed by Frontier passengers and, of course, won praise from the parents of the children who could not immediately get to Albuquerque to retrieve the children.

## Ken Cook Retires



Following 25 years of service with Frontier Airlines, Ken Cook, Inspector—Denver, accepts gifts and congratulations from Bill Dur.





Ray Beall (left), Director—Line Maintenance, and Bud Naylor (right), Director—Aircraft Maintenance, extend congratulations and present 25-year pins to (left to right): John Brennan, Lead Aircraft Technician, Denver; Don Brady, Manager—Line Maintenance; George Swonger, Routing and Scheduling Coordinator; and Jim Willey, Manager—Maintenance Control Center.

## Stewardess Contract Signing



Everyone smiles as new Stewardess contract is signed. The 15-month contract calls for increases in pay and expenses for Frontier's in-flight lovelies and improvements in the insurance area. Shown at the signing are: (left to right): Robert Drew, Air Line Pilots Association (ALPA) Representative; Sharon Appleby, Stewardess Negotiating Committee; Ellen Quinn, Stewardess Negotiating Committee; Diane Hall, Chairman-Stewardess Negotiating Committee; Bob Revitte, Director-Administration and Don Hatfield, Manager-Industrial Relations. Standing behind the girls is Mrs. Roberta Lenahan, Director-Stewardess Services.

Following 25 years of service with Frontier Airlines, Ken Cook, Inspector—Denver, accepts gifts and congratulations from Bill Durlin, Director—Engineering and Quality Control. Taking part in retirement ceremonies was Mrs. Cook, along with employees who worked with Ken over the years from various departments throughout the company.

## Employee River Run

Tim Mulville, Sales/Service Manager in Moab, and his station personnel have been instrumental in making available to all Frontier employees and their families a unique weekend river trip at a discount rate.

According to Tim, for a weekend river trip, Westwater is the place. Flanked by red sandstone plateaus, Westwater's blue-black gorge churns the Colorado into rapids that challenge rivermen and thrill visitors. Hidden between Grand Junction and Moab, Utah, it remains one of the West's least-known, least-run canyons.

There are approximately forty rapids with drops from five to fifteen feet.

**Details:** One day, two nights. Trip leaves every Saturday, now through September 23. Individual rate—\$50 including transportation to and from Moab Airport to motel (double occupancy) and transportation to and from the river. The grand finale—a fantastic steak party at the end of the trip. This is all-inclusive except breakfast Saturday morning before departure to the river. Friday and Saturday at the motel. Out of Moab Airport Sunday morning or afternoon. Minimum—10 persons; Maximum—20 persons. Young people under 16 years of age must be accompanied by an adult.

For reservations, please send 10 percent (\$5), check, cash or money order, and number and names of those in party to North American River Expeditions, 570 North Main Street, Moab, Utah 84532; or call 801-259-7511. First come, first served basis on reservations. Confirmation will be mailed.

This tour is through North American River Expeditions and the efforts of the Moab station personnel.

A typical day—Saturday morning: Shove off near Westwater Ranch and float a few miles, pulling in for lunch (included in price) at an old outlaw camp. In the afternoon, drift quietly, watching water birds and wild geese as the current quickens.

You have the option of riding in the boat or floating alongside in life preservers. This is followed by Funnel Falls (everyone in the boat at this time), and it lives up to its name with a glide through spectacular waves. Little Hammer follows, bigger than it sounds. Then stop for a careful look before running Skull Rapids, also known as Big Hammer or Cisco, which is Westwater's largest rapid. This is followed by several other rapids and quiet water runs through scenic and colorful canyons.

This trip is available to Frontier employees and their families only.



## "WHY" Magazine Becomes Official In-Flight Publication

"WHY" magazine has become Frontier's official in-flight publication effective with the Spring, 1972 issue. "WHY" has been published since last summer and has been distributed on a number of Frontier flights. The spring issue is an enlarged edition of the earlier issues and, for the first time, carries advertising directed at Frontier's passengers.

"WHY" is published by In-Flight Publishing Company in Denver, headed by Captain R.M. "Dave" Davidson, a Frontier veteran pilot. His associates are Captain C.A. "Chick" Stevens, Manager of Jet Training for Frontier, and Robert J. Serling, former aviation editor of United Press International and author of "The President's Plane is Missing" and other aviation-oriented novels.

"WHY" will be published quarterly and distributed on all of Frontier's flights. The articles in the magazine are written, for the most part, by Frontier personnel.

## 25 Year Pin Awards



Marking their first quarter-century of service to Frontier are: (top left) Red Rickert, Denver seat shop; (top right) C.M. Umerski, Inspector, Denver; (bottom left) Ed Gerhardt, Denver Local Service Marketing; and (bottom right) Bill Meguire, Denver Overhaul Shop.

## STEWARDESS OF MONTH DECEMBER



Al Feldman presents award to Sandy Murray, Denver-based stewardess, for her December honor.

## STEWARDESS OF MONTH JANUARY



Ann Hinde from Dallas gets stewardess honor for January from Mr. Feldman.

## Salt Lake Sales Office Really Hops



## Payroll Auto Plan Available

From the Frontier Agency comes word that all full-time employees can avail themselves of a payroll deduction plan providing them with a convenient method of purchasing quality automobile insurance at competitive prices.

Participation in the plan is entirely voluntary and Frontier will pay no part of the premium. The plan is available to all full-time employees.

The plan provides such features as ease of payment, as they are made regularly and conveniently from the paycheck which eliminates the chance of forgetting. The rates are competitive and there are no surcharges for accidents—that is, your rates are not increased in the event you have an accident. There is also 24-hour country-wide claim service.



Kaye Burgon, Regional Sales Manager in Salt Lake City, had his sales office really hopping this past Easter. Connie Maughn, Ticket Agent for Frontier at the hotel ticket office, stepped into a bunny outfit and greeted customers not only at the sales office but along Main Street, Salt Lake City.

Connie and Kaye visited (hopped) travel agencies throughout the downtown area the day long.

Said Kaye, "We just wanted a little something fun for the holidays."

## TIPS ON TRAVEL

Every employee is requested to identify himself as a non-revenue passenger, either space available or positive, when calling Consolidated Reservations. This should be done at the beginning of the call.

This will reduce unnecessary work load for our Reservations people, since the agent normally enters a revenue booking in the computer and then when he determines he is booking a non-revenue passenger, he must reenter all of the information on a non-revenue basis.

The following suggestions are made to employees when planning non-revenue, space available travel:

1. List only on jet meal service flights. It is not necessary to list on propeller aircraft or jet flights with no meal service.
2. List at least four hours in advance of flight departures.
3. When checking space availability, do so at the time of listing on the flight, and in no case should you list more than once.

Approximately 16,000 Frontier and interline employees travel on Frontier flights each month. The elimination of unnecessary calls to list on flights where listing is not required will further improve our ability to serve our revenue passengers.

The Pass Bureau has requested that the turquoise and white embossed plastic Travel Authority cards used prior to April 30 be destroyed following that date. They will no longer be accepted. The old style Frontier Identification Cards should be returned to the Personnel Office.

## Employees Should Review Number of Withholding Exemptions

Employees should review the number of personal exemptions they are claiming for Federal withholding income taxes. As of January 15, new withholding tables became effective designed to correct the underwithholding in past years on millions of working couples. This has created systematic overwithholding for millions without a working spouse.

In order to bring withholding more in line with tax liability, employees should declare more personal exemptions than have been declared in the past. For example, an employee with a spouse and two children, who previously declared four personal exemptions, should now

complete a new W-4 Withholding Exemption Certificate declaring five exemptions, one of which would be a standard deduction allowance. Such overdeductions are legal. No interest is paid by the Government on the withheld tax.

Working couples and persons who hold more than one job are advised by the Internal Revenue Service not to change their exemptions because the tax tables generally match taxes due.

Employees who elect to change their personal exemptions should contact the Payroll Department (AP) to complete a new W-4 form.

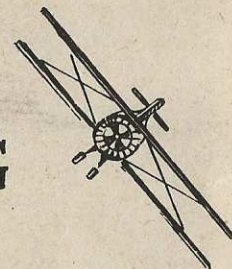
Participation in the plan is entirely voluntary and Frontier will pay no part of the premiums. The only function Frontier has in the plan is making available the payroll deductions.

rates are not increased in the event you have an accident. There is also 24-hour country-wide claim service.

For information, employees are invited to call extension 5295 in Denver (DENAI).



## INTERLINING



By

Neal Amarino

### UNITED OFFERS NEW REDUCED RATE & PASS AGREEMENT

United Air Lines has extended to Frontier employees and eligible dependents a new reduced rate and pass agreement which includes a new provision of 75% unlimited space available and also eliminates the Hawaii restriction. United has prepared a special brochure describing the new benefits. Consult it for the details.

### GOING TO HONG KONG?

New World Travel Syndicate appears to be a new one on the scene, at least as far as this writer can tell. They are located at the Lyton Building, 48 Mody Road, Sixth Floor, Kowloon, Hong Kong. Cable address is New Travel and telephone is K-674579. They are offering interliners a 50% discount on tours throughout Hong Kong. Tours range from a low of \$3 to \$10 and supposedly include Hong Kong Island as well as other interesting attractions in the area. Correspondence should be directed to New World Travel Syndicate, P.O. Box 5622, Hong Kong.

### NEW SUMMER PACKAGES

Interline International keeps us busy with news releases. We can see why—they have a lot to show and tell. Their latest includes an invite to treat yourself to one of the fabulous tours from the new summer packages which begin operating weekly mid-May through October. They include tours for Jamaica, San Juan/Virgin Islands, Lisbon, Madrid, Russia, The Holy Land, Rome, Athens, Yugoslavia—you name it! For more information, write to Interline International, Suite 124-D, 1005 Virginia Avenue, Atlanta, Georgia 30354.

Here's a sample of what Interline International offers to Jamaica: Spend six glorious days on the sun-drenched island. Your deluxe hotel will be the Half Moon, situated on a sandy beach overlooking the blue Caribbean, which will satisfy every desire for pleasure and relaxation. Tour cost of \$156 includes positive space round-trip air transportation from Miami, multi-course breakfast and dinner at the elegant Half Moon Hotel, full-day at Dunn's River Falls, Ocho Rios sightseeing, Martha Brae rafting excursion, complimentary rum swizzle party, transfer and portage.

### SIX FLAGS OPEN

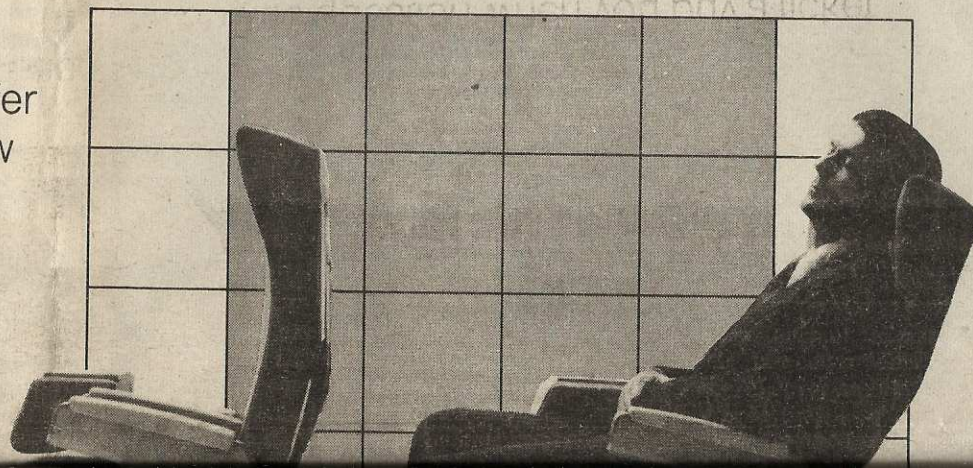
Ah! One of my favorite places in Texas is open—Six Flags. The new summer brochures on Six Flags and accompanying news releases and photographs have arrived and portray loads of fun. If you are heading to Dallas, plan to spend a day at Six Flags. It's the amusement park located just outside Dallas en route to Ft. Worth. This year, Six Flags has more than 90 rides, shows and attractions scattered throughout the beautiful park, which is actually in Arlington, Texas. We understand this year that Six Flags, according to the Texas Highway Department survey, is the state's top single tourist attraction.



# Only Frontier gives you first-class leg room plus twin-seat comfort at coach prices.

Some airlines give coach passengers extra leg room and others offer a fold-down seat that provides extra elbow room when the plane isn't full. Frontier has taken these two popular features and combined them to offer our customers the ultimate in passenger comfort... at a price equal to coach fares in most cases.

**First class leg room**... up to a





price equal to coach fares in most cases.

**First class leg room**... up to a big 39 inches to stretch in, front to back on every Frontier jet.

**Twin seat comfort**... a center table for your snacks, or puzzles or your elbow, folds up to form a seat only when the passenger load requires it.

**Standard class fares**... equal to coach prices in most cases but eliminating the multiple choice question when you buy a ticket on Frontier.

It all adds up to a lot of extras at no extra cost.

But you've come to expect that sort of thing from Frontier. The airline that offers first-class leg room plus twin-seat comfort at coach prices.

Next trip, give Frontier a try.

***JET FRONTIER***

Look what you've been missing

